

**It has been implied through various media that dissatisfaction exists with the manner in which the Houston Police Department is managing its resources as it relates to addressing crime within the city of Houston.**

**Part of this dissatisfaction is stimulated by the belief that Department personnel are not effectively managing overtime funds used to address crime.**

**The material contained within this document is designed to provide insight as to how the Department is using existing resources to work toward reducing crime.**

## Time Sequence of Significant Events

The purpose of this Table is to provide a general overview of how key events contributed toward enhancing the Department's capacity to address crime.

Date	Significant Event
1. 2004 – 2005	Significant loss of personnel due to retirements, adjustments are made with resources to address crime problems
2. Spring/Summer 2006	Infusion of overtime allowing for the implementation of programs to address hotspots, specifically along the SW corridor
3. Summer 2006	Engaged Katzenbach Partners to conduct study on management and productivity issues
4. October 2006	HPD issued Goals and Objectives document for Fiscal Year 2007 and 2008
5. December 2006	Katzenbach Partners provided initial briefing on their work
6. February 2007	Department received funding from Governor's Office to address crime and assist in building 24/7 Crime Center
7. May – July 2007	HPD identified and submitted reports on the implementation of 5 "quick hit" initiatives to further exemplify commitment to attacking crime reactively and proactively; incorporated findings from Katzenbach study
8. July 2007	Katzenbach provided Command Staff with Summary Findings of their work
9. October 2, 2007	Mayor White announces additional infusion of funds for Department to use in addressing crime through overtime programs and increased hiring of new recruits
10. October 3, 2007	Chief Hurtt releases Circular within Department emphasizing accountability in use of new funding

## **Recent Service-Related Management Initiatives For Operations within HPD**

The information listed below represents a sampling of activities conducted within the Department during the sequence of events listed in the Table on the previous page.

### **1. Patrol Operations**

- a. Realigned personnel into squads to establish operational flexibility
- b. Reconstituted shift configurations – customized deployment schemes to match call volume and distribution
- c. Conducted Patrol Desk Experiment (certain types of calls are being cleared by officers from within HEC - institutionalizing now)
- d. Modified patrol officer work card to enhance accountability
- e. Created and implemented a work card for patrol sergeants to strengthen accountability
- f. Established a series of management reports to monitor specific types of activities (e.g., response times, call/officer ratios, work card productivity, etc.)
- g. Created a monthly performance profile reports for each patrol captain to monitor divisional performance
- h. Established specific plans to account for the expenditure of overtime funds and monitor weekly activity reports
- i. Divisional commanders attend weekly crime prevention meeting and report on previous week's activities in addressing specific crime problems
- j. Weekly management meetings are conducted throughout patrol operations between division commanders and their shift commanders; between division commander and command assistant chiefs; between executive assistant chief and command assistant chiefs to discuss operational issues and make decisions in accordance with new work demands or directives
- k. Established Multi-Family Apartment Administrative Unit and have begun working with properties experiencing crime problems
- l. Established Hotspot Crime Bulletins and made available to personnel

### **2. Investigative Operations**

- a. Established the Houston Regional Intelligence Service Center (fusion center) which is responsible for collecting and disseminating timely information to local law enforcement regarding homeland security related issues
- b. Established the Multi-Agency Violent Crime Initiative partnering with local and federal agencies to target violent gang crime in and around the Houston area

- c. Established computerized monthly reporting method for investigative divisions to report and track outputs both by squads and cumulatively for the division as a whole to increase accountability of managers
- d. Devised and maintain reporting system to track overtime expenditures and monitor outputs related to specific initiatives
- e. Meet regularly with managers to discuss efforts to achieve divisional objectives
- f. Created management reports to gauge utilization of time by investigative personnel to measure efficiency of operations
- g. Established gang murder squad to address growing gang related murder issue
- h. VCTR (Violent Crime Tactical Response) & VCIT (Violent Crime Impact Team) – cooperative initiatives with federal agencies to address violent crimes in southwest Houston
- i. Collaborating with members of Patrol Operations to conduct “Investigative First Responder” experiment (which allows patrol officers to conduct immediate follow-up investigations on various Part One crimes as well as work on other minor cases investigative division personnel are unable to address due to other case demands)

### **3. Support Operations**

- a. Reprioritization of call codes (in-progress)
- b. Revising dispatch protocols (guidelines for when sergeants respond to calls, mandate requiring officers to respond to higher priority calls first)
- c. More effective realignment of current radio stations (in-progress)
- d. Implementation of Automated Vehicle Locator System (assists efficiency of assigning calls to officers based on their proximity to source of calls)
- e. Managed the implementation of the Red Light Camera Program
- f. Created and managed the use of Mobil Response Teams
- g. Provided training to civilians in traffic control for use during special events
- h. Provided Sobriety Testing Training for approximately 200 officers in Command
- i. Acquired equipment for use by personnel working accidents and traffic congestion problems

### **4. Administrative Operations**

- a. Designed and currently building 24/7 Crime Center
- b. Will begin following new guidelines (brought about by a change in State Law and adjustments to internal processes) to increase percentage of applicants accepted for upcoming classes

- c. Investigating misconduct complaints on personnel (citizen complaints have declined this year representing a smaller proportion of the workload than complaints being registered by Department personnel)
- d. Refining and creating relevant operational courses for personnel (e.g., investigations, computer, courtroom testimony, etc.)
- e. Participated in performance audits (e.g., overtime/extra-job time audit, Taser audit, Recruiting protocol reviewed by Continental Airline Human Resource personnel)
- f. Conduct monthly integrity audits of 100 randomly selected employees to ensure compliance with Department protocols
- g. Implementing work hour accountability procedures to account for how much time employees incur during each work week
- h. Implementing a procedure (i.e., sending a signed letter to the Office of Chief of Police) for exempt employees to account for congruence between shift schedules and extra job work schedules

# **Houston Police Department - New Project Initiatives Incorporating Katzenbach Recommendations**

May 2007

This material provides additional clarification as to the “5 quick-hit” initiatives as directed by Chief Hurtt.

1. Determine how calls for service can be more efficiently managed to acquire more time for patrol officers to devote toward crime and disorder issues.
  - a. Examine reprioritization of calls
  - b. Examine differential response alternatives
  - c. Examine dispatch protocols
2. Establish a multi-functional citywide task force that will focus on specific crime and/or disorder problems.
  - a. Examine repeat offender arrest opportunities
  - b. Enhance gang intelligence information
  - c. Deploy gang tactics in targeted areas
3. Strengthen the Department’s crime analyses capabilities.
  - a. Clearly define roles between centralized and decentralized components
  - b. Increase capacity to inform officers about crime (i.e., felony hot sheets\*)
  - c. Examine expansion options for regional operating status
4. Clarify the roles of Patrol Sergeants.
  - a. Examine training and performance evaluation criteria
  - b. Examine reporting requirements
  - c. Examine methods to improve communication within and between shifts\*
5. Develop training designed to specifically enhance patrol and investigative performance.\*
  - a. Examine training criteria for Field Training Program
  - b. Examine in-service training options

*\* Katzenbach Findings*

Other significant projects currently being implemented:

1. Strategic Plan – includes a revisiting of the Department’s Values and Mission Statement

2. Investigative First Responder Experiment – a new deployment strategy designed to increase efficiencies associated with handling crime calls for service.

# Circular

## Houston Police Department



October 3, 2007

NO. 07-1003-276

**SUBJECT: MAYOR WHITE ANNOUNCES ADDED RESOURCES FOR POLICE AND PUBLIC SAFETY**

Mayor Bill White announced today that, consistent with Proposition H approved by more than a three-to-one majority of Houston voters last year, the City expects to spend an additional estimated \$52 million on public safety.

Accordingly, this plan includes allocations in the following areas:

- \$24 million in overtime, starting now through the end of FY-10. This funding will allow the City more than half a million extra Houston Police Department (HPD) man-hours.
- Approximately 190 additional police officers, which will be the result of three academy classes being added to the four already planned in the next fiscal year (FY-09). When combined with new academy classes last year and this year, along with next year's classes previously planned, the City expects to have increased the number of uniformed officers on the force by well over 500 by the end of June 2010. That will be more than a 10% increase in HPD personnel over the next three years.
- In the next nine months, 78 officers presently assigned to the Jail Division will be permanently replaced with civilian jailers. This will result in more uniformed officers being available for patrol and investigations.
- The City will also proceed with a Request for Proposal (RFP) for a new citywide radio system, which will cost in excess of \$100 million. Radios for first responders, including Police and Fire, and the Emergency Medical Service, will be among the first to be replaced.

Because of Houston's strong economy, the City can provide these resources to public safety without a tax increase, which is in accordance with Proposition H, approved by voters last year. Likewise, these enhancements to public safety will take place as the Administration continues to practice responsible fiscal management.

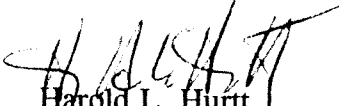
It is incumbent upon members of the Houston Police Department to be highly accountable for the use of overtime funds and how we will deploy and use our impending staff increases. Our priorities must focus on a commitment to crime prevention accompanied by a strong need to reduce crime through detection, interdiction, and rigorous follow-up investigations of criminal activity. We must also strive to maintain our response times, increase our visibility, and develop collaborative partnerships with citizens to address crime and disorder issues.



Department members take pride in belonging to one of this country's great professional law enforcement organizations. This distinction comes with an obligation on behalf of all employees to be responsible for their own actions. Supervisors, in particular, are reminded of their responsibility to make sure their employees are using their time wisely and efficiently. From an operational perspective that means we take steps to: control the number of personnel needed at a scene; ensure officers return to service promptly after handling their calls; avoiding unnecessary congregating of officers at scheduled events or at meal locations; maintaining adequate beat coverage; and taking the necessary steps to address the behavior of employees who do not perform their fair share of the unit's/squad's work.

As has been stated many times, all police personnel are to be reminded of the awesome responsibility that each of us has been entrusted with and the need to carry out our duties in a safe, courteous, and professional manner. I expect it. Mayor White and all Council Members expect it. We expect it of each other as well as citizens of Houston. I ask each of you to do the absolutely very best that you can for I am most honored to lead such an incredible organization and all of its outstanding employees.

Please *Keep Up the Good Work!!!*



Harold L. Hurtt  
Chief of Police

hlh:gam

COP #07-26731

## Department's Response to Management Perceptions

- Chief Hurtt believes in transparency and facing issues head on. Therefore, he is not hesitant to share bad news as well as the good.
- The Department has welcomed and will continue to welcome scrutiny by governmental, educational, or outside professional organizations in order to identify weaknesses, confirm or refute operational effectiveness and efficiency, and solicit input regarding the soundness of existing practices.
- The Department continually monitors crime trends and assesses responses to those trends. Various reports contain data on expenditures, productivity, and commentary on significant accomplishments.
- Constant innovation is occurring within the agency; all of which is designed to increase efficiency with existing resources in an effort to prevent and reduce crime.
- The Department is aggressively pursuing efforts to upgrade its crime analysis capabilities and should complete the initial first phase of the "24/7 Crime Center" operation within the next several weeks.
- The Department should disclose more information regarding the many efforts being undertaken in the interest of public safety.